2011 SASKATCHEWAN'S REGULATORY MODERNIZATION PROGRESS REPORT: Government's Success in Reducing Red Tape

ENTERPRISE SASKATCHEWAN

Our Business is Business

WHAT IS RED TAPE?

The expression "red tape" refers to any unnecessary or redundant regulation that hinders productivity. The origin of the expression can be traced as far back as the 16th century, when many official Vatican and royal court documents were sealed in red tape. This tradition of using red tape on official government correspondence continued throughout the ages, leading to an association between red tape and regulations. This association was then popularized by British satirists like Charles Dickens and Thomas Carlyle, who used "red tape" as a shorthand reference for unnecessary laws passed by the British Parliament. Red tape had by then become symbolic of over-regulation and bureaucracy in the government.

Today, the phrase may provoke a variety of frustrations, including complying with rules that are hard to understand or seem to deliver little in the way of benefit and much in the way of cost; wasting time waiting in line to get a form approved or on the telephone waiting for advice; wading through complicated language to try to figure out compliance obligations; filling out cumbersome, redundant paperwork; and suffering the uncertainty and delays that can come with waiting for permit or license approvals.

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A MESSAGE
From The Minister

Our government is committed to keeping Saskatchewan moving forward. Enterprise Saskatchewan has been an important contributor in keeping taxes low and driving an agenda of growth across the province. Enterprise Saskatchewan has also been the lead agency in the review of government regulations, which when done improperly, can hinder both business and regular citizen activities.

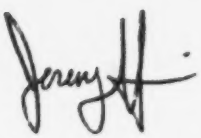
We have managed to take meaningful steps because of the solid initiatives we have put in place and our desire to sharpen our competitive edge. One of these initiatives is in the reduction of red tape. We all know that regulations are necessary and important in creating proper governance and adopting best practices and standards to ensure that the health and safety of Saskatchewan people is protected.

However it is important to regularly re-examine our regulations to ensure they are working correctly. The Red Tape Reduction Initiative was approved by Cabinet in 2011 to emphasize the importance of red tape reduction across government and to establish a thorough review process when new regulations are being considered or existing regulations reviewed. To this end, we have also created the Inter Ministerial Regulatory Modernization Committee to coordinate regulatory reform across government.

The regulatory review process is also part of the process of harmonizing a number of our regulations to be consistent with Alberta and British Columbia in order to maximize opportunities under The New West Partnership and establish best practices across the three western provinces.

The 2011 Regulatory Modernization Progress Report shows what ministries, agencies and Crown corporations have done in the past 12 months to lessen the red tape burden by adopting lean exercises, regulatory and legislative amendments and changes to policies.

I want to thank the ministries, agencies and Crown corporations that have contributed towards the compilation of this report. We look forward to your continued collaboration in reducing red tape and making it easier for business to do business in our province.



Honourable Jeremy Harrison
Minister of Enterprise and Minister Responsible for Trade

A MESSAGE
From The Regulatory Modernization Council

The RMC firmly believes that regulations are necessary to protect public health, workers' safety and the environment. However, if left unchecked, rules, processes and regulations can easily become outdated, lose their relevance, and create unnecessary and negative impacts on the business community and ultimately the province's competitiveness.

Recommendations that the RMC has made to the Enterprise Saskatchewan Board of Directors since its inception include, but are not limited to, the following:

- The implementation of a Red Tape Reduction Initiative to ensure regulations' effectiveness and efficiency are maintained;
- Establishing a website that streamlines all the steps to register a business (now operated by Information Services Corporation);
- The creation of a Senior Government level Inter-ministerial Regulatory Modernization Committee to coordinate regulatory reform efforts across all ministries and agencies;
- The development of a Fees and Approval database to catalogue government's requirements of the business community;
- The development of results based regulations where practicable and establishing service standards across all ministries and agencies; and
- The creation of a centralized regulatory and inspection agency for mechanical and electrical contractors (now known as the Technical Safety Authority of Saskatchewan – TSASK).

In October 2011, the RMC welcomed four new vibrant business leaders to bring council membership to nine. I would like to thank them and our other five members for their ongoing dedication and hard work. I would also like to take this opportunity to, on behalf of the RMC, express our gratitude for the effort of the Enterprise Saskatchewan staff in their provision of research and support to the Council.

In these times of increasing global economic insecurity, concerted efforts to reduce red tape that allow businesses and economies to strengthen are being made across Canada and the World. Although the Province of Saskatchewan is in a better economic situation than many other jurisdictions, it is not immune to the difficulties that lie beyond its borders. The RMC applauds the Government of Saskatchewan's efforts to modernize their regulations, processes and procedures to make it easier for business to do business as evidenced in the initiatives highlighted in this report.

Sincerely,

Bev Monea
Chair of the Regulatory Modernization Council

RMC STATS

9
Number of council members in 2011-2012

4
Years working together to reduce red tape

9
Total government recommendations

INTRODUCTION

In 2011 the Government of Saskatchewan continued its commitment to regulatory modernization, building on its previous achievements and first place ranking in the 2010 Fraser Institute's Canadian Provincial Investment Climate Report for having the lowest cost of business regulation.

Government's commitment to a competitive regulatory environment was reinforced through the establishment of Enterprise Saskatchewan (ES) as a special operating agency to work with business, government and other stakeholders to help grow Saskatchewan's economy by removing barriers to growth. In 2011, government emphasized the importance of a competitive regulatory environment when it approved the Red Tape Reduction Initiative. Recommended by the business-led Regulatory Modernization Council (RMC) and ES Board of Directors,

the initiative will see regulations reviewed with a lens that encourages business to grow and prosper while protecting public health, safety, workers, and the environment.

The 2011 Regulatory Modernization Progress Report highlights improvements that have been made to Saskatchewan's regulatory framework to make it easier for business to do business and interact with government. Saskatchewan ministries, agencies and Crown corporations continue to incorporate LEAN methodology, an ideology adapted from the business community, to create a client-focused approach to service delivery while targeting best practices and eliminating processes that do not add value.

The following highlights the ministries, agencies and Crown corporations' efforts based on themes that are a priority of the government, ES and the business-led RMC.

ENHANCING CUSTOMER SERVICE

Ministries, Crowns and agencies across government have made improvements to enhance service delivery and make it easier for business to do business and interact with government. Several of these were LEAN initiatives which eliminated non value-added activities required of government and clients, thereby reducing time and improving service. The following are some initiatives that were implemented this year to enhance customer service.

ENERGY AND RESOURCES

Mining

The Mineral Statistical Efficiency Team continued to find process improvements. **The time to process production reports was reduced from 7-10 days to half a day.**

Oil and Gas

The Oil and Gas Technical Application Administration Team successfully introduced process changes that increased timeliness and reduced backlogs in single well approvals.

DID YOU KNOW?

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Energy and Resources reduced the time to produce production reports from 7-10 days to half a day.

The Mineral Work Assessment Reporting Team has begun to implement its Continuous Improvement Plan, which includes reducing the time required to process work assessment reports, achieving consistent reporting standards, maximizing staff productivity, and reducing the need for re-submission of work reports.

Mining

SOCIAL SERVICES

The Saskatchewan Housing Corporation utilized LEAN methodologies to review and streamline processing of applications and payments to low income applicants to repair their homes. This change resulted in a 12 per cent improvement in the number of correctly completed applications. Additional changes are proposed that will improve customer service and further reduce client application processing times.

Citizens

AGRICULTURE

The Saskatchewan Crop Insurance Corporation (SCIC) initiated a LEAN initiative targeting continuous improvement of the AgriStability benefit processing workflow. The project improved the processing time involved, from the time of receipt of applications to payment to the customer. As a result, SCIC saw a **60 per cent improvement in adherence to the service standard, which translates into a reduced processing time for applications by three to four weeks.** Saskatchewan farmers and ranchers are benefiting directly by being able to electronically file applications, and when the system is fully implemented, it will allow producers to track the status of their application online.

Agri-business

SASKWATER

The most recent customer satisfaction survey results indicated that 88.5 per cent of respondents gave SaskWater a rating of seven or better on a ten point scale.

JUSTICE

Citizens

The Office of Residential Tenancies (ORT) underwent a LEAN review of their inquiry and appeal process and has implemented a new value stream plan that will significantly reduce the time in which applicants to the residential tenancies process can expect to complete an appeal. **Call volume to inquiry clerks has dropped from 60,000 to 30,000 annually.** ORT is working towards a web-based application system and converting to electronic records, with implementation planned in 2012.

LABOUR RELATIONS AND WORKPLACE SAFETY

Workers

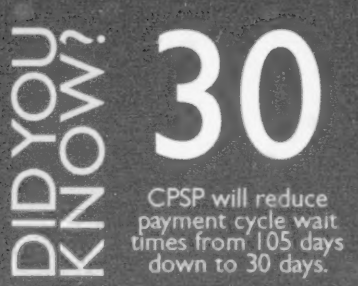
The Ministry of Labour Relations and Workplace Safety undertook a comprehensive review of the Labour Standards Division's compliant investigative process utilizing the LEAN process to identify opportunities for improved customer service by reducing time to resolve a complaint. The benefit to the public is a reduction in the **average time to resolve a complaint from 143 days** in 2009-10 to 123 days in 2010-11. Through the continued implementation of improvements identified in the initial process, the average time has dropped further **to 108 days in the first seven months of 2011-12**, representing a 25 per cent improvement.

Workers

The Occupational Health and Safety Division (OHS) undertook a LEAN initiative in 2010-11 to improve the timeliness of appeal decisions. Prior to the LEAN event, there were 13 files taking in excess of six months for an appeal decision. This has been reduced to seven files, and the division is targeting to eliminate the backlog in excess of six months by March 31, 2012. There are three outstanding appeals in excess of 18 months which are anticipated to be completed by January 2012.

MUNICIPAL AFFAIRS

Municipal Affairs has applied LEAN principles to the subdivision process, creating a "fast track" stream available to applications that are straightforward. These applicants can receive their approvals quickly, facilitating land transactions and creating new sites for development. Work is continuing



with industry and the municipal sector to promote use of the fast track stream wherever possible. Applicants are provided with information on the subdivision review process upon application, which helps them to understand the timing of their project.

Construction

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a 50 per cent reduction in average processing time

MINISTRY OF TOURISM, PARKS, CULTURE AND SPORT

The Heritage Branch's Land Developer's Screening Tool – an online, map-based screening tool enabling developers to immediately determine if their projects pose heritage resource concerns – has increased administrative and regulatory efficiency. Projects with no concerns are cleared instantly, while others are guided through the regulatory review and approval process. The online tool which is being expanded to increase its geographic coverage of the province, expedites the review process for developers and **reduces the number of development referrals that require heritage screening by over 20 per cent, while still protecting Saskatchewan's heritage resource.**

Construction

CORRECTIONS, PUBLIC SAFETY AND POLICING

The Fine Option (Agent) Payment Process was improved through a LEAN project, which decreased the turn around time to process the fee for service payments to community based agencies delivering the Fine Option/ Community Service Program. The LEAN process will **reduce the payment cycle wait times from approximately 105 days down to 30 days** and support business simplification (i.e., a savings in data entry of 30 per cent to 50 per cent and a reduced payment cycle time of 30 days).

Citizens

The Provincial Disaster Assistance Program underwent an administrative review and technological improvements to focus on client centered service

ISC - Business Registration Saskatchewan

"We're pleased to see another recommendation of the Regulatory Modernization Council, to expand and enhance on-line services, being adopted by the provincial government. We're hopeful this initiative will streamline business registration and save entrepreneurs valuable time and money."

- Marilyn Braun-Pollon, Vice-president, Saskatchewan, Canadian Federation of Independent Business

Citizens

and ensure claimants received timely assistance and payment. The focus is to have claimants receive their payments within two to three months, compared to the seven to eight month period that it has taken for some claimants to receive a payment. The result has been effective in reducing the backlog of claims from previous years and addressing the unprecedented number of claims from the spring 2011 flooding.

INFORMATION SERVICES CORPORATION

General Business Information

Information Services Corporation (ISC) launched Business Registration Saskatchewan, a new online business portal in May 2011. This online business portal simplifies the business registration process by enabling businesses to register simultaneously with the Corporate Registry, Workers' Compensation Board and the taxation department of the Ministry of Finance. Enhanced functions and services offered through the business portal will evolve in 2012 and beyond, which will be an important foundation to the simplification of business registration and interaction with government.

SASKATCHEWAN GOVERNMENT INSURANCE

Transportation, Citizens

Saskatchewan Government Insurance (SGI) has introduced customer self-service transactions, enabling customers to complete a variety of transactions online via their MySGI account. **Customers can now view their driver's licence and vehicle registration renewal dates, monthly vehicle registration payment costs, Safe Driver Recognition history, and driving record online.** They can also renew or cancel their vehicle registrations, complete their annual Registration Eligibility Declarations, book driver exams, request driver abstracts, and make payments.

Transportation, Citizens

The Highway Traffic Board implemented LEAN methodology in the fall of 2011. By making process and workflow adjustments, **productivity has increased by 40 per cent.** Board members now receive files electronically and in real time, saving both paper and time. Clients can book a hearing immediately.

SASKATCHEWAN TRANSPORTATION COMPANY

The new Saskatchewan Transportation Company (STC) Point of Sale system is equipping staff with the ability to sell tickets, plan travel itineraries with customers, and provide advice through STC's virtual call centre utilizing the STC Fare Finder. STC's Passenger Schedule and Fare Finder provides travel information from over 200 origins in Saskatchewan to major locations across Saskatchewan and Canada. Schedule information on this website is for STC and Greyhound departures. STC continues to update the Schedule and Fare Finder to serve customers.

Citizens

SASKENERGY

SaskEnergy encouraged and supported proposed changes to *The Gas Inspection Act* that will streamline the process for connecting new gas customers. Under the proposed provisions, mechanical contractors will be responsible for witnessing air tests to confirm the integrity of the downstream piping. This change streamlines the connection process for the customer, SaskEnergy and the contractor.

Construction

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY

Saskatchewan Liquor and Gaming Authority (SLGA) implemented a single point of entry for liquor permittee applications and video lottery terminal (VLT) applications, reducing duplicate processes for new commercial permit applicants that also wish to become VLT site contractors. As well, liquor permit site inspections and VLT site inspections have been combined, resulting in a **50 per cent reduction in the number of liquor permit and VLT site inspections** and estimated annual savings to SLGA of $20,000.

Hospitality

SLGA established a target to issue all liquor permits within 90 days of receiving applications.

It is anticipated that the above-noted initiatives will help SLGA achieve this target. In the 2009-10 fiscal year, 54.3 per cent of new commercial permit

Hospitality

applications took over 90 days to issue, with some applications extending past 200 days.

Hospitality

SLGA has improved the small raffle licensing application process, which applies to lottery draws or sports pools with retail prizes under $1,000. Small raffle license applications are received by SLGA either through mail or online. Changes have been made to reduce processing times. Since these changes have been instituted:

- **The turnaround time for online applications (where fees have been included) has been reduced from an average of 6.3 days to an average of 2 days (a 68 per cent improvement); and**
- **The turnaround time for paper applications, (where fees have been included) has been reduced from an average of 8.7 days to an average of 2.5 days (a 71 per cent improvement).**

HIGHWAYS AND INFRASTRUCTURE

Oil and Gas, Trucking

Changes to policy and regulation in accordance with The New West Partnership Trade Agreement allow Saskatchewan Government Insurance to increase the dimension limits for term permits for oversize loads, and to **increase the dimension limits for carriers who self-issue permits.**

Trucking

In 2011, Saskatchewan introduced High Clearance Corridors from Melville to Highway 7 via Highway 15 and Highway 4, and from Saskatoon to Alberta via Highway 7 to reduce the costs of moving high loads.

EXPANDING REGULATORY TRANSPARENCY AND ACCOUNTABILITY

Regulatory accountability is a key element to having an efficient and effective regulatory environment. For example, creating regulations in an open and transparent manner helps to ensure that the regulatory environment is kept relevant through ongoing review and update. Some initiatives that the Government has implemented to enhance regulatory accountability include the following:

FINANCE

Finance implemented processes to ensure that businesses are aware of their PST obligations and have the opportunity to voluntarily comply with tax laws and minimize audit penalties. One method is to ensure that businesses involved in major infrastructure projects are aware of their Saskatchewan tax obligations at the beginning of the project. This helps to provide a level playing field for all businesses operating in Saskatchewan and results in fewer penalty and interest charges imposed than if an audit were to be conducted after the project is completed.

General Business

AGRICULTURE

Starting January 2012, all decisions of the Farm Land Security Board will be posted on their website to enable clients to easily access decisions of the Board.

Agri-business

JUSTICE

The Ministry of Justice and the Saskatchewan Financial Services Commission introduced amendments to *The Securities Act, 1988* that include changes to permit representatives of securities dealers and advisers to operate through a professional corporation. This opportunity is available to several other professionals in Saskatchewan and allows for more effective succession and taxation planning. *The Professional Corporations Regulations, 2002* have also been amended to add real estate agents to the list of permitted professional corporations.

Accountants, Finance

MUNICIPAL AFFAIRS

Citizens, General Business

Municipal Affairs is currently reviewing property tax exemptions, abatements, discounts, and penalties (EADP) in relation to education property tax. This includes exemptions from property taxes for economic development purposes. The review is focused on improving processes, transparency, consistency, equity, predictability, and authority as it pertains to EADP. A discussion paper can be found on the ministry's website and comments are welcomed from stakeholders. Legislative changes may be made in the future to address the findings of the review.

EXPANDING ONLINE TOOLS AND SOLUTIONS

The Internet has revolutionized the way businesses operate and interact with government. It has allowed government to improve regulatory services by providing better access to information, making it easier to pay taxes and fees, and reducing the wait times for approvals and permits. Some initiatives that government has implemented to further expand online regulatory tools and solutions include the following:

ENTERPRISE SASKATCHEWAN

With the spring 2011 launch of the new BizPal website, enhanced service became available to help individuals and businesses find information about permits and licences. With its two improved user-friendly search options, the new BizPal makes it simpler and faster for entrepreneurs to start up or expand their businesses. The step by step function of the new BizPal narrows down the numerous permits and licences to a personalized list and the keyword function makes it easier to find information about specific permits and licenses. Visit BizPal at www.bizpal.gov.sk.ca.

General Business, Accountants

FINANCE

The Ministry of Finance is now offering to e-mail remittance advices to suppliers, as well as pay suppliers through direct deposit. This allows businesses to receive their payment information electronically.

General Business, Accountants

AGRICULTURE

Crops Branch has implemented an online payment of Pesticide Vendor Licenses utilizing the already existing Queen's Printer Publication Centre online credit card process.

Agri-business

Financial Programs Branch is working to provide clients with the ability to make online payments at the financial institution of their choice. Previously, clients were required to submit payment either by mail or in person.

Agri-business

SASKATCHEWAN FINANCIAL SERVICES COMMISSION

Financial Services, Accountants

Saskatchewan Financial Services Commission developed a set of online tools, including templates for disclosure documents and signage to help businesses comply with the new *Payday Loans Act*. This proactive approach to communications simplifies and speeds up the license application process and provides greater assurance to lenders that they are complying with the legislation.

MUNICIPAL AFFAIRS

Land Development

Municipal Affairs has considerably expanded online documentation of a variety of community planning tools and issues. New resources including Duty to Consult Information/Questions and Answers, Inter-municipal and District Planning resources and guides, a Request for Proposals sample and guide, as well as detailed information on official community plans, dedicated lands, subdivision servicing agreements, and other common planning tools used in Saskatchewan are now accessible online.

Land Development

All subdivision applications are now processed online, speeding response from referral agencies and opening the door to a complete on-line process from application to approval. Full deployment of the Subdivision On Line Application (SOLA) will enable applications to be submitted, reviewed and approved online with resulting savings in time, reduction in paper handling and increased transparency as the applicant can monitor the progress of the application.

SOLA has contributed to a 50 per cent reduction in average subdivision processing time

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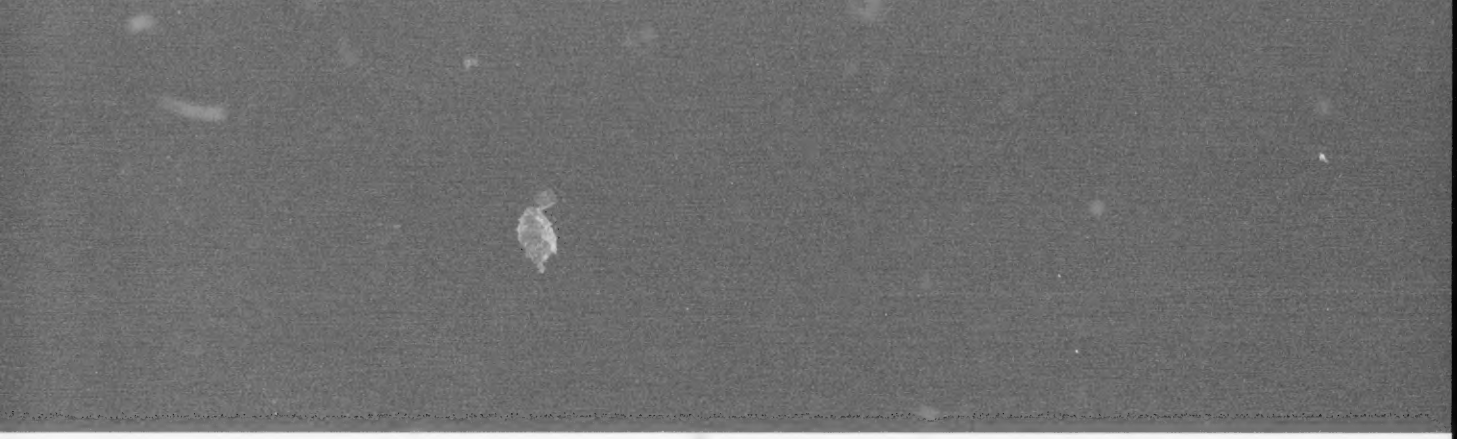
General Business, Municipalities

Development and continued updates to the Municipal Information Dataportal (MID) provides better access to municipal information that supports business needs and decision making with respect to municipalities. MID serves municipalities, business, government, and the public by improving transparency, knowledge and understanding of the municipal sector. Major



new additions this year include information on Municipal Potash Tax Sharing and the Municipal Government Sustainability Self-Assessment Tool. The MID website can be accessed at www.municipal.gov.sk.ca/MID.

In collaboration with the municipal sector, Municipal Affairs developed the Municipal Government Sustainability Self-Assessment Tool. The tool is designed to be used by municipalities and provides an opportunity for local governments to self-assess their core services and responsibilities. The tool should alert municipalities to problems before they become unmanageable. Along with the tool, a Municipal Sustainability Toolkit has also been developed to aid the municipality in addressing any issues identified by the self-assessment. The self-assessment tool and its related toolkit can be accessed at www.municipal.gov.sk.ca/Administration/Assessment/MGSST.

Municipalities

TOURISM, PARKS, CULTURE AND SPORT

The Ministry of Tourism, Parks, Culture and Sport conducted a LEAN review of Saskatchewan Parks' manual campground reservation system and implemented changes for the 2011 season. Response times to confirm a reservation have been reduced from an average of 21 days to less than seven days. Also, reservation service improvements will continue with the launch of a new campsite management system **beginning March 12, 2012. Campers will be able to book their campsite on-line or over the phone to a toll-free reservation line in real time** with no waiting for confirmation.

Citizens

INFORMATION SERVICES CORPORATION

Information Services Corporation (ISC) is completing a renewal and modernization of Vital Statistics Registry services. The focus is to enhance the efficiency and effectiveness of services and customer experience. ISC launched online death registration and burial permit application in early 2011. Modernization of the registry will introduce new technology, with enhanced data security and consistent with privacy principles, to replace out dated technology.

Citizens

DID YOU KNOW?

SGI

Everything an issuer needs to know about issuer transactions and rates can be found online.

General Business

The transfer of Corporations Branch from the Ministry of Justice to Information Services Corporation (ISC) in October, 2010 has provided ISC with the opportunity to modernize the Corporate Registry. This modernization will include a review of the current business registry system, processes, policies and legislation governing the registry. ISC will continue to work closely with its customers and stakeholders to seek their input on additional future registry functions and services.

Oil and Gas, Mining

ISC expanded the types of maps and geographic information data available in the easy-to-use website called GeoSask. Oil, gas and other resource-based companies and government ministries benefit from the easy access to geographically-based data from a single comprehensive source.

General Business

The Land Registry Online Submission incorporates nearly all land transactions and continues to introduce system enhancements designed to increase the ease of use for customers.

WORKERS' COMPENSATION BOARD

General Business, Accountants

Since May 2011, the Workers' Compensation Board (WCB) partnered with Information Services Corporation to make it easier and more convenient for new business owners to register their business with the WCB, the Corporate Registry and the Ministry of Finance. New business owners can access the new Business Registrations Saskatchewan website through a Quick Link on the WCB website.

SASKATCHEWAN GOVERNMENT INSURANCE

General Business, Citizens

Issuer manuals and all vehicle registration and basic insurance rates have been moved online. Now **everything an issuer needs to know about issuer transactions and rates can be found online.** Consumer rate booklets can also be found online. These new online materials will be regularly maintained and updated with current information. Making this information available electronically allows motor licence issuers to serve customers more quickly and efficiently.

Saskatchewan Government Insurance issuers who sell extension automobile insurance are now able to process applications for extension coverage from their issuing counter via a link on their motor licence issuing computer system. This new link makes it faster and more convenient for customers to purchase this coverage while completing a driver's licensing or vehicle registration transaction. This new web service is available to all Saskatchewan extension automobile insurers.

SASKENERGY

The New West Partnership Trade Agreement (NWPTA) provides enhanced exposure of Western Canadian supplier capability and government procurement opportunities. In compliance with the NWPTA, SaskEnergy has leveraged SaskTenders to post procurement opportunities to increase vendor awareness of SaskEnergy's bid opportunities.

General Business

ENERGY AND RESOURCES

The Ministry of Energy and Resources has modernized the approach to mineral dispositioning. **The Mineral Administration Registry Saskatchewan is the first system to be developed for the online issuance of mineral dispositions** (referred to as e-Tenure). Other systems will be developed in future years for oil and gas, potash, coal, and quarry. The benefits of e-Tenure include lower costs for acquiring dispositions and quicker turnaround for the issuance of dispositions (days rather than weeks or months).

Oil and Gas, Mining

The Land Rights Sale process has been identifying forms that industry can complete online to speed up and enhance the ministry's ability to receive and process selection and bids for Crown petroleum land rights.

Oil and Gas

HEALTH

Citizens

The Ministry of Health has released an online Specialist Directory that helps patients work with their family doctors to choose the most appropriate surgeon.

Health Professionals

Saskatchewan patients can now easily find information about surgeons practising in the province, procedures they perform, and their wait times.

The Specialist Directory is available at http://specialists.health.gov.sk.ca/

Citizens

The Ministry of Health has expanded their online Health Services Card application to other categories of new residents, including foreign nationals and returning Canadian citizens. After the service expansion, all new Saskatchewan residents living in the province are eligible to use the online application process. Online submissions accompanied by the required documents are handled and finalized within two working days.

REGULATORY HARMONIZATION

In an increasingly globalized marketplace, Saskatchewan businesses operate across domestic, national and international borders in an ever growing frequency. Regulations that are out-of-step with other jurisdictions can be frustrating to businesses who must comply with multiple sets of regulations. The Government of Saskatchewan is working to streamline regulations with other jurisdictions in order to facilitate the movement of goods and services across borders with fewer burdens to the provider or consumer. The following initiatives have been implemented to increase regulatory harmonization to facilitate the flow of goods and services across the province and into neighbouring markets.

JUSTICE

The Ministry of Justice and the Saskatchewan Financial Services Commission introduced *The Saskatchewan Financial Services Commission Amendment Act, 2011* to transfer the consumer protection branch from the Ministry of Justice to the Saskatchewan Financial Services Commission. This will consolidate under the Commission a variety of consumer related business practice provisions ranging from securities and insurance matters to direct sellers and payday loan operators and other matters of consumer protection. Businesses will now have one central contact point for such matters.

General
Business

SASKATCHEWAN FINANCIAL SERVICES COMMISSION

The Ministry of Justice and Attorney General entered into a Memorandum of Understanding (MOU) with the Royal Canadian Mounted Police, Canada Post Security and Investigation Services, United States Postal Inspection Service, United States Federal Trade Commission, Regina Police Serve, and Saskatoon Police Service. The MOU facilitates cooperation and coordination among agencies when investigating deceptive marketing practices to avoid duplication of effort and more quickly identify and prosecute ongoing fraud, particularly with respect to cross-border telemarketing.

Citizens,
General
Business

AGRICULTURE

Agri-business

The Province of Saskatchewan, as a signatory to The New West Partnership Trade Agreement (NWPTA), requires sharing of information with Alberta and British Columbia when developing new or amended measures related to trade, investment or labour mobility. The Ministry of Agriculture has developed and implemented notification and reporting procedures which coordinate a centralized response to all NWPTA Notices of Intent sent to and received from the provinces.

MUNICIPAL AFFAIRS

Land Development

Municipal Affairs worked with provincial ministries and agencies that have policies affecting municipal development and incorporated those interests in a draft *Statements of Provincial Interest (SPI) Regulation* under *The Planning and Development Act, 2007*. This regulation will consolidate government land use policy and integrate those policies into local and regional municipal planning across the province. The SPI have been developed in collaboration with the municipal sector and other planning stakeholders to ensure planning documents and decisions will increase certainty for investment across the province.

Citizens

Municipal Affairs is amending *The Assessment Appraisers Act* and regulations to comply with Saskatchewan's labour mobility obligations under The New West Partnership Agreement and Trade Agreement (NWPTA). This will complete the ministry's process of reconciling the standards and regulations regarding assessment appraisers by the NWPTA implementation timeline of July 1, 2012. This will also update the legislation to modern standards for professions acts based on the model developed by the Ministry of Justice.

CORRECTIONS, PUBLIC SAFETY AND POLICING

In 2010, Corrections, Public Safety and Policing (CPSP) responded to industry need for more timely regulatory service by creating the Technical Safety Authority of Saskatchewan (TSASK) to carry out the licensing and inspection function for boilers, pressure vessels, elevators, and amusement rides. **CPSP**

TSASK - Technical Safety Authority of Saskatchewan

"As Saskatchewan's economy continues to grow, TSASK ensures that the regulatory system evolves so that neither public safety nor the competiveness of Saskatchewan businesses are compromised."

- Ken From, Chief Executive Officer, Technical Safety Authority of Saskatchewan

continues to work with Enterprise Saskatchewan, SaskPower, Saskatchewan Health, and TSASK on a broader approach to regulator reform and public safety **through developing an alternative regulatory enforcement model for technical sectors.** — Construction

INFORMATION SERVICES CORPORATION

Corporate Registry is working together with Alberta and British Columbia to ensure readiness with The New West Partnership Trade Agreement requirements to streamline business registration and reporting across these three provinces. The streamlining of legislation and processes across the three provinces will be of great benefit for businesses and government by reducing the administrative burden, providing cost savings and reducing impediments to trade and investment in the West. — General Business

SASKATCHEWAN GOVERNMENT INSURANCE

In July 2011, **as part of The New West Partnership Trade Agreement, Saskatchewan Government Insurance (SGI) increased the registration exemption threshold for the inter-provincial movement of mid-sized commercial trucks**, traveling into or through Saskatchewan, from 5,500 kg gross vehicle weight (GVW) or less, to 11,794 kg GVW or less. — Trucking

SGI also increased the registration exemption time period for inter-provincial movement of mid sized commercial trucks operating in Saskatchewan from 15 to 90 days. In addition, SGI created a new 30-day registration permit for non-resident commercial trucks issued through its Permit Office, which aligns Saskatchewan's permit policy with that of Alberta and British Columbia. Combined, these changes reduce regulatory burden for commercial vehicles operating inter-provincially. — Trucking

ENERGY AND RESOURCES

Oil and Gas

Energy and Resources joined the Petroleum Registry of Alberta in order to provide industry and government in Saskatchewan with access to a safe, reliable, world class system for the submission and collection of infrastructure, volumetric and allocation information for all Saskatchewan properties. The collaborative relationship that Energy and Resources is building with the Government of Alberta provides opportunity for further standardization and development of cost-effective joint approaches in the future.

HIGHWAYS AND INFRASTRUCTURE

Policy and regulation changes in accordance with The New West Partnership Trade Agreement have improved the regulatory climate for industry and streamlined interprovincial movements.
Major highlights include:

Trucking, Oil and Gas

- increasing the length of A-, B- and C-trains by 1.0 m to 26.0 m;
- increasing the steering axle weight of truck tractors operating on all highways to 6,000 kg to allow for environmental technologies;
- harmonizing annual permit dimension limits and operating windows for oversize loads;
- introduction of uniform educational and training requirements for carriers operating under an hours of service oil well service vehicle permit; and
- streamlining commercial vehicle enforcement programs through the introduction of a joint enforcement calendar.

SUPPORTING THE ADOPTION OF A FLEXIBLE AND MODERN REGULATORY ENVIRONMENT

Governments have traditionally relied on prescriptive, command and control regulations to mitigate potential harmful effects or consequences. However, new ways are being utilized to achieve social, economic and environmental objectives in a more effective and efficient manner. Allowing for more flexibility will stimulate innovation of new ideas and processes and help businesses to capitalize on their competitive advantages to grow and expand. The following initiatives have been implemented to support the adoption of a flexible and modern regulatory framework.

JUSTICE

Justice is preparing regulations and information technology changes to implement *The Enforcement of Money Judgments Act* in 2012. This act was passed in 2010 and will repeal several existing pieces of legislation, such as *The Exemptions Act and The Executions Act* and replace the outdated and unnecessarily complex money judgment enforcement process with a new consolidated electronic enforcement procedure. These amendments will improve the ability for those individuals who have received a money judgment to enforce that judgment. By removing the historic redundancies and complicated interactions between several pieces of legislation with one modernized act, access to justice should be significantly improved.

Citizens

AGRICULTURE

The Ministry of Agriculture continued work with the federal government on the National Meat Hygiene Pilot Project. The pilot, along with ongoing work with the federal government to revise the Canadian Food Inspection Agency operating manual of procedures, will see a number of anticipated benefits. It will simplify regulatory measures making them more flexible, less prescriptive and more outcome based, thereby improving the ability of Saskatchewan meat processors to access markets in other provinces, while still maintaining high levels of protection for the public.

Agri-business

The Ministry of Agriculture works within a five year regulation review cycle, which ensures regulation efficiency, examines non-regulatory alternatives, and allows a more responsive solution to agricultural issues. To that end, the

Agri-business	ministry has been consistent with the government's initiative in reducing the number of unnecessary regulations by repealing *The Short-term Hog Loan Regulation, The Meat Processing Investment Rebate Program Regulations, The Saskatchewan Cattle and Hog Support Program Regulations, and the AIDA and CHIP Program Regulations*, all within *The Miscellaneous (Farm Financial Stability Act) Repeal Regulations, 2011*.
Land Development, Citizens	Lands Branch is working on an amendment to The Provincial Land Regulations that would allow an individual to purchase an area larger than 80 acres, up to a maximum of 159 acres within the same quarter section, without requiring an Order in Council.

MUNICIPAL AFFAIRS

Municipalities, Land Development	Municipal Affairs has prepared amendments to *The Planning and Development Act, 2007* providing additional flexibility for municipalities to jointly plan and manage areas of common interest and better manage the costs of growth. Amendments will increase inter-municipal planning options for municipalities, make larger planning districts more feasible to administer, and strengthen dispute resolution within all types of planning districts.

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY

Hospitality	In September 2011, Saskatchewan Liquor and Gaming Authority (SLGA) approved a policy that will allow brew pubs to deliver their manufactured beer directly to commercial permittees, thereby allowing brew pubs to provide better customer service to their commercial permittees and reducing the red tape previously involved in the transaction. In addition, because the beer no longer moves through SLGA's special order system, the beer is subject to a production levy ($0.1715 per litre) that is significantly lower than the mark-up rate to which it was previously subject ($0.641 per litre for product sold in kegs and $0.957 per litre for product sold in bottles and cans).

ENVIRONMENT

The Ministry of Environment has four bills, which will form the legal context for the results based regulatory framework: *The Environmental Management and Protection Act, The Forest Resources Management Amendment Act, The Management and Reduction of Greenhouse Gases Act,* and *The Environmental Assessment Act.* Before the acts are proclaimed, the Ministry of Environment will develop an Environmental Code in collaboration with First Nations and Métis people, affected stakeholders and interested parties. The Environmental Code will provide standards and practices to guide both prescriptive and alternative results based regulatory activities.

Environmental

BUILDING CAPACITY FOR REGULATORY MODERNIZATION

New initiatives to build capacity for regulatory modernization are helping the provincial government to meet its priorities of citizen-centered service, core business simplification, public service renewal, and an enterprise-wide approach. Greater capacity is being built by developing innovative ways to bring together the regulatory community at the municipal, provincial and federal levels for enhanced service delivery. Government has implemented the following initiatives to build capacity for regulatory modernization:

PUBLIC SERVICE COMMISSION

The Public Service Commission has an approved budget to provide monthly LEAN orientation sessions for managers/supervisors, as well as some advanced training courses for new government LEAN Leaders to build internal capacity. LEAN training accomplishments include:

Citizens

- Approximately **995 employees have completed either one day Manager/ Supervisor training, two day LEAN Leader training**, or both (from 2010 to present).
- Approximately **1,180 employees have completed front-line LEAN training** (from 2010 to present).

MUNICIPAL AFFAIRS

Municipal Affairs implemented the Planning for Growth Program, in consultation with the City Mayors' Caucus, the Saskatchewan Urban Municipalities Association and the Saskatchewan Association of Rural Municipalities. This program brought together 158 municipalities in 22 groups to improve the municipal capacity to handle growth, largely through undertaking district and regional planning, harmonization of planning bylaws and developing common approaches to growth. The results will see many municipalities better able to manage infrastructure to encourage growth.

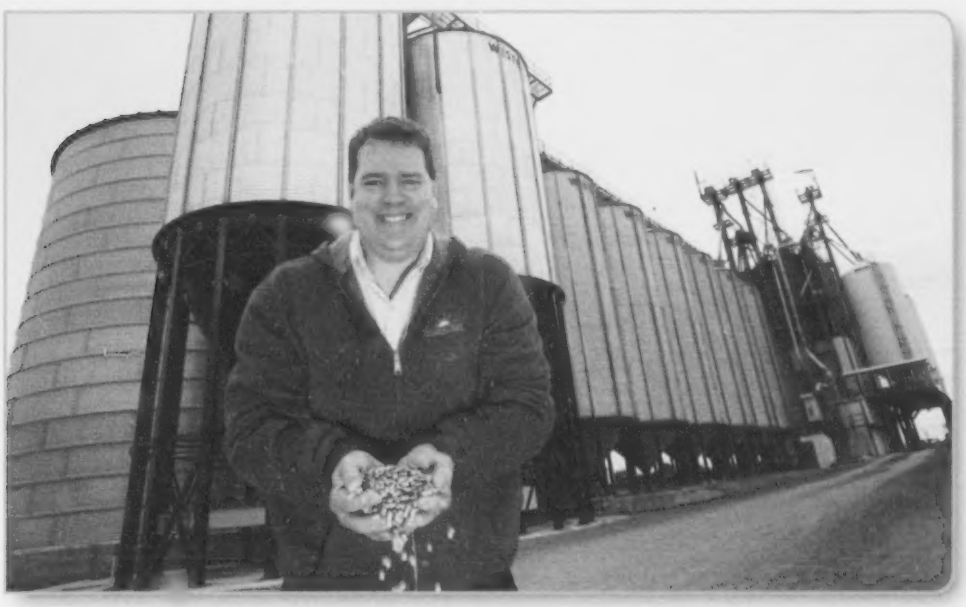
Municipalities

The Ministry of Agriculture now has a project expediter - the Provincial AgriBusiness Specialist in the Regional Services Branch (RSB) - **that works to reduce red tape across government ministries and agencies** in order to streamline approvals and processes for large scale agri-businesses. In addition, the ministry project expediter also worked closely with other agencies, including Enterprise Saskatchewan and the Agriculture Council of Saskatchewan, to organize cross agency teams to facilitate the delivery of services to value-added clients.

Agri-business

During 2011, the Agri-Food Council reviewed its agency establishment policy and protocols. This activity led to the development and updating of an information package, which is being provided to interested producer groups, in an attempt to streamline the process and improve the success of proponents wishing to establish an agency under *The Agri-Food Act*.

Agri-business



REDUCING FEES AND PAPERWORK BURDEN

Government fees and paperwork burden are long standing frustrations for the business community. As government implements efficiencies through new technologies, complicated paperwork and some fees have been reduced, allowing business to invest more time and money on their core business activities. The following initiatives have been implemented to reduce fees and paperwork burden:

ENTERPRISE SASKATCHEWAN

Consulting Engineers

Enterprise Saskatchewan worked with the Consulting Engineers of Saskatchewan (CES) and several Ministries to develop and launch a new standardized Professional Services Agreement (PSA) template to provide more consistent engineering/geosciences consultant selection and contracting policies across ministries, agencies, and Crown corporations. Input from clients, consultants, legal, and insurance experts was used to develop a document that reflects the general interests of all stakeholders and incorporates the principles of efficiency and sound business practice. A working group provides a forum for ongoing dialogue with industry with the goal of continuous improvement of systems and processes. View the editable PDF format at www.ces.sk.ca.

ADVANCED EDUCATION, EMPLOYMENT AND IMMIGRATION

Workers, Education and Training

Advanced Education, Employment and Immigration (AEEI) held a LEAN event with regard to the Employability Assistance for Persons with Disabilities (EAPD) Program in an effort to better align and consolidate services and funding to address duplication efforts and delays in program approvals for clients. Updated manuals and processes have been developed and EAPD clients now apply and receive direct client service from post-secondary institutions and community based organizations, thereby reducing approval time for EAPD clients and a subsequent reduction of approval time for all Career and Employment Services clients. As well, third party providers have fewer contracts/agreements, thereby reducing unnecessary administration.

DID YOU KNOW?

9

Social Services consolidated 50 provincial forms into nine.

AEEI held a LEAN event to improve contract management process for service providers. The Ministry has implemented accepted usage of electronic signatures on contracts, thereby decreasing the often lengthy approval times, and the Ministry has established a comprehensive central listing/repository of all AEEI service contracts. Improvements will continue to be made to the Ministry's contract management processes in 2012.

General Business

ENERGY AND RESOURCES

Energy and Resources continues work on the Process Renewal and Infrastructure Management Enhancements Project. The objective of this project is to update the business processes that support the oil and gas activities in the province, enhancing the processes for both government and industry by improving the processes and exploiting recent advances in technology.

Oil and Gas

SOCIAL SERVICES

A LEAN process, which commenced in January 2011, addressed inefficiencies in the Family and Youth Automated Payment process that caused unnecessary cost in late payments and resource hours. **Social Services consolidated 50 provincial forms to nine** and introduced daily pay cycles for vendor and caregiver payments as first steps to improve cycle time. Piloting of the new forms occurred in Saskatoon and Nipawin and full implementation is expected by the end of December 2011.

Citizens

TOURISM, PARKS, CULTURE AND SPORT

The Ministry of Tourism, Parks, Culture and Sport conducted a LEAN exercise aimed at improving client service and streamlining the process for land developers who are required to have their developments reviewed for heritage requirements prior to proceeding with construction. The Heritage Conservation Branch is in the process of implementing an electronic submission and desktop review process for land developments that will

Land Development

DID YOU KNOW?

SGI replaced the province's two-piece driver's licence with a new one-part, five-year driver's licence.

improve accuracy, reduce delays and improve response times. **The number of steps in the review process has been reduced from 34 to 24, with a projected 50 per cent reduction in processing times.**

Land Development

The Ministry of Tourism, Parks, Culture and Sport worked with the Ministry of Environment on a LEAN review of the cottage lease administration process. The assignment and renewal processes have been streamlined, thereby reducing the time required to finalize lease transactions. The new process provides for resolution of issues in advance of documents being submitted for processing and registration.

SASKATCHEWAN GOVERNMENT INSURANCE

Citizens

On January 1, 2011, **Saskatchewan Government Insurance replaced the province's two-piece driver's licence with a new one-part, five-year driver's licence.** The new driver's licence reduces the chance of identity theft and is more convenient for customers because they only have to renew their driver's licence every five years. In addition, there are two payment options for the new driver's licence – a one time fee of $100 or five annual installments of $25. Customers opting to pay the one-time fee will save money with a cost of $100 instead of $125.

SASKATCHEWAN LIQUOR AND GAMING AUTHORITY

A number of initiatives have been implemented by Saskatchewan Liquor and Gaming Authority (SLGA) to promote the use of electronic services in financial transactions that have traditionally been paper-based, including the following:

General Business

Steps to support the use of electronic fund transfers by individuals (including employees), groups or companies to whom SLGA makes payments/reimbursements for receipt of goods and services. This has provided numerous benefits including reduced processing times and hard cost reductions for postage, envelopes, cheque stocks, and courier services.

Suppliers are being encouraged to e-mail electronic invoices to a central billing mailbox, which are then forwarded to the proper department for coding and approval before being processed. This replaces the traditional paper invoicing method, and has resulted in reduced processing times for payment by SLGA to suppliers.

General Business

SLGA is encouraging paying customers, such as franchises and permittees, to sign up for electronic billing. By signing up, **customers are given online access to their account information 24 hours a day, seven day a week.** This provides them with various information including payments made, outstanding orders and invoice printing. This initiative results in reduced processing times and grants customers self serve access to information, replacing other time-consuming processes such as phone calls and mail delivery.

General Business

LABOUR RELATIONS AND WORKPLACE SAFETY

The Occupational Health and Safety Division (OHS) has received funding from the Productivity Fund to advance its initiative to develop an OHS Portal. The OHS Portal will provide a secure, web based interface for workplaces to register occupational health committees with OHS, submit their committee meeting minutes, register employees for training, and receive customized communication from the OHS Division. The Division is currently in phase one of the project looking at options and documenting detail requirements.

General Business

REGULATORY MODERNIZATION GOING FORWARD

Ministries, agencies and Crown corporations have shown a commitment to regulatory modernization as a key consideration when determining regulatory alternatives.

In 2012, this commitment will be strengthened through formalized regulatory work plans mandated as part of the Red Tape Reduction Initiative and through legislating red tape accountability measures, public reporting and targets for red tape reduction. Improvement will be driven by the government's continued commitment to LEAN initiatives, participation in The New West Partnership Trade Agreement, new online services, and client-focused service standards as best practices.

An effective and efficient regulatory environment is a foundation for sustained economic growth that will provide a higher quality of life for our residents. Enterprise Saskatchewan will continue to consult with business and advance opportunities for regulatory enhancements that will ensure Saskatchewan remains a province of Real Growth, Real Opportunity!

Saskatchewan
Real Growth. Real Opportunity.

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ENTERPRISE
SASKATCHEWAN

For more information, please contact:

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